

Approved For Release 2005/07/14 : CIA-RDP86B00985R00080007-7  
OFFICE OF THE DIRECTOR  
NATIONAL FOREIGN ASSESSMENT CENTER

6 October 1981

NOTE FOR: Coordinator for Academic Relations

FROM :

[REDACTED]  
Chief, NFAC Management and  
Analysis Support Staff

SUBJECT : Memo to DCI

[REDACTED]

Yesterday afternoon at the NFAC staff meeting one or two Office Directors suggested your records of contact with outsiders might constitute a good answer to the attached memo from [REDACTED]. Could you take a crack at a response and I will circulate it to the offices for additional responses.

Attachment:  
As Stated

[REDACTED]

[REDACTED]

ACTION

23 SEP 1981

MEMORANDUM FOR: Director of African and Latin American Analysis  
Director of Central Reference  
Director of Current Operations  
Director of East Asian/Pacific Analysis  
Director of European Analysis  
Director of Global Issues  
Director of Imagery Analysis  
Director of Near Eastern and South Asian Analysis  
Director of Scientific and Weapons Research  
Director of Soviet Analysis  
Chief, Collection Requirements and Evaluation Staff

STAT FROM : [REDACTED]  
Chief, NFAC Planning, Management, and Evaluation Staff

SUBJECT : Attached Memorandum

The attached memorandum to the DCI [REDACTED] may be of interest to you. John would be interested in your comments, if any, before the MEAP report reaches the DCI. If you wish to address any of the issues, based either on past experience or planned activities, please send them to me by 20 October, so that I can prepare a composite for John's review.

Attachment:  
As Stated

## Distribution:

1 Each Addressee

1 - D/NFAC

1 - NFAC Action Staff

1 - NFAC Registry

1 - Chief, PME Admin Group

1 - Chief, NFAC PME Staff

1 - NFAC PME Staff Chrono File

NFAC/PME [REDACTED] nmp

<b>TRANSMITTAL SLIP</b>		<b>DATE</b> 15 Sep 1981
<b>TO:</b> D/NFAC		
<b>ROOM NO.</b> 7E44	<b>BUILDING</b> Hdqtrs.	
<b>REMARKS:</b>		
<p style="text-align: right;"><i>[Signature]</i></p> <p>F. Y. I.</p> <p>John - Should we circulate to new office directors and report to you on some of this based on our own perspective?</p>		
<b>FROM:</b>		
<b>ROOM NO.</b>		
FORM NO. 2 1 FEB 55		

STAT

MEMORANDUM

NFAC 5826-81

TO: The Director of Central Intelligence

FROM: 

DATE: September 14, 1981

When we met on 4 August we discussed how important it might be for the Agency to broaden its recruiting and its use of outsiders on economic and political issues, particularly where non-communist countries were involved. I have discussed this topic with members of the Military-Economic Advisory Panel and we have a number of suggestions to make. We will discuss these at our meeting during the last weekend in October and send you a full report thereafter. You asked me to send you, and to be prepared to discuss with you, an outline of our session.

Our suggestions will be based on the following hypotheses:

1. Even in substantive areas where classified information is important, such as Soviet economic and political analysis, outside experts working from unclassified material can very usefully supplement the work of CIA analysts.
2. In areas where classified material is not particularly germane, it is most probable that outside experts are in as good or better a position than CIA analysts, and CIA should try to use and build on the work of outside experts.
3. It is going to become increasingly difficult for the CIA to hire and/or train Soviet experts, as the pool of analysts and students who can read Russian decreases. Therefore the CIA will have to resort to novel methods to hire or otherwise attract Soviet experts.

Possible measures:

1. In studies relating to Communist countries:

- a. Arrange working groups (not lectures!) on topics of interest to Agency analysts, with a panel of outside experts. Prepare guidelines beforehand on how much Agency information can be discussed on an unclassified basis.

- b. Encourage attendance and presentation of papers by Agency personnel at professional meetings. (Peer acceptance of Agency analysts would also help recruiting).

- 2
- c. Establish guidelines for publication of unclassified analyses and data (but not estimates).
  - d. Increase support for research at academic and other institutes, STAT  
[redacted]  
This support could be accompanied by a list of relevant topics for analysis.
  - e. I understand that there is no longer a central clearing house for a listing of articles translated from Soviet press and publications. Clearly the Agency has an interest in such a service, and could usefully provide it to Soviet scholars outside.
  - f. There are a number of topics dealing with Soviet demographics and sociology that are hard for the Agency to deal with, but for which talent exists elsewhere [redacted] STAT  
There has been a decrease in Soviet life expectancy, an enormous increase in alcoholism, more Soviets than Americans die in vehicle accidents even though we have 12 times as many vehicles, and the "second", or black market economy has become a major part of Soviet economic life. The Agency may wish to commission, organize and/or fund interdepartmental work.

## 2. In Non-Communist Studies:

- a. There are many topics involving parallel analysis of Western and communist economics on which the Agency is likely to be asked for an opinion but for which it will require help -- such as the impact on German-Russian interdependence of a new gas-pipeline. My colleagues tell me that the political economy of Europe is an area which attracts a growing number of scholars, and that there are a number of centers of excellence that might participate in a joint project.
- b. I believe that in the non-communist areas the Agency will inevitably have to use contract research for economic and perhaps for political analyses as well. The budget for extramural research has always been low and been the first one cut, a practice that will have to be reversed if the regional groups (other than USSR) in the new NFAC organization are to be able to accomplish their work.

## 3. Recruiting

We have not discussed the topic of novel recruiting at length. We will, however, discuss such items as term appointments, post-doctorate internships of, say, three years, and use of young military officers.